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Between 1969 and 1972, the Washington Center for Metropolitan Studies will attempt to establish (1) an urban observatory program (a network of research-action programs) that will heighten the understanding of and deal with critical conditions in the Washington metropolitan area, and (2) an educational affairs program that will assist area universities and educational systems in developing or strengthening urban affairs programs and metropolitan studies. Part I of the document describes these proposed programs, and Part II presents the purpose, history, and development of the enter. The observatory program will furnish the means for active involvement by the Center's staff, university faculty, and students in the advancement of knowledge about urban problems and the direct communication of this knowledge to public officials and community leaders. The educational affairs program will focus on interuniversity and interdisciplinary staff and program development, financial support for faculty and students, the development of and administrative support for university programs in urban studies for which federal funds may be obtained, and the preparation and adaptation of materials on the Washington area for use in public and private schools. The Center will serve as a principal coordinating mechanism for the programs, developing strategies for change in governance, social and economic development, and physical growth of the Washington area. (WM)

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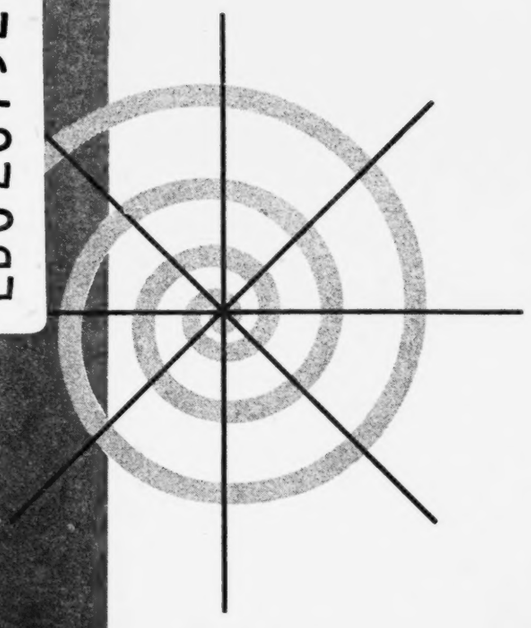

TO SHAPE A METROPOLIS
the prospectus 1969 - 1972

U.S. DEPARTMENT OF HEALTH, EDUCATION & WELFARE
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WASHINGTON CENTER FOR METROPOLITAN STUDIES

To Shape A Metropolis

THE PROSPECTUS OF

THE WASHINGTON CENTER FOR METROPOLITAN STUDIES

1969 - 1972

WASHINGTON CENTER FOR METROPOLITAN STUDIES
1717 Massachusetts Avenue, N.W., Washington, D.C. 20036
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Part I: A Proposal

A NEW APPROACH TO METROPOLITAN STUDIES

New forces and institutions at work in metropolitan Washington bring the Washington Center for Metropolitan Studies to reexamine its responsibilities and program, and to propose a new approach to metropolitan studies in the Washington metropolitan area.

Studying problems in the usual ad hoc fashion is not adequate to the task of understanding the system through which the metropolis functions. One of the Center's most important responsibilities is to help define the system itself, and through its research and experimental programs, to intervene systematically over a long period of time in the important processes that condition metropolitan life and form.

To facilitate that objective, the Center will seek, during the next three years, to:

—Establish an "urban observatory" program that makes it possible to relate research on, and analysis of, high priority matters to the action programs of public and private organizations.

—Assist the universities and educational systems of metropolitan Washington in developing or strengthening programs in urban affairs and metropolitan studies, and to serve as a principal coordinating mechanism for these programs.

These objectives are mutually reinforcing. For the Center to create an "observatory" program that links knowledge with action, it must help mobilize and strengthen the intellectual resources of the universities and involve faculty and students in research and action. It must, in turn, facilitate change in university programs based on the ideas and experience that emerge from the observatory.

The Center will employ two principal components to achieve its objectives:

—The Urban Observatory Program
—The Educational Affairs Program

Within this framework of objectives and programs, the staff and financial resources of the Center will be focused on the development of strategies for change in the processes of governance, social and economic development, and physical growth and change in the Washington metropolitan area.

The objectives, organization, and program of the Center permit it to proceed, based on its past experience and present metropolitan conditions, from a fairly modest experimental program in 1969 to increasingly more extensive activities. The direct activity of the Center, however, should be but a small measure of the activity its programs will generate. The Center offers a mechanism through which much of the growing interest of the universities in urban affairs can be organized into coherent and productive programs, and through which the universities, government and community groups can effectively make use of each other's resources.

THE URBAN OBSERVATORY PROGRAM

THE IDEA

The Center proposes a general reorganization of its relationships with the metropolis and the universities through establishment of an "urban observatory" for the Washington metropolitan area – a network of research-action programs designed to deal with critical conditions and to enhance understanding of the metropolis.

This basic idea was first advanced by Robert C. Wood some years ago. The Department of Housing and Urban Development and the Office of Education are currently experimenting with the idea in several cities. The District of Columbia, through the Washington Center, will cooperate with these cities in joint observatory efforts. The observatory concept suggests that the Center should become a mechanism for the systematic study and analysis of the Washington metropolitan area over time. Particular attention would be given to the development of basic information about the metropolis and the way it functions. Several concepts are critical: continuing study; comprehensiveness, encompassing a large portion of the most important processes of metropolitan growth or change; and systematic analysis, involving the relationships among the processes examined.

As proposed here, the "urban observatory" is not a passive operation, simply recording what has gone on. It will furnish the means for active involvement by the Center's staff, university faculty and students in the advancement of knowledge about urban problems and the communication of that knowledge to public officials and community leaders through direct working arrangements. In other words, the observatory provides for intensive interaction among the community, the universities, and the Center.

The Center will serve as the central coordinating mechanism for these joint research-action programs. Through consultation with public officials, community leaders, and university representatives, it will establish program priorities and design research, community service and educational programs. It also will assist colleges and universities in designing independent activities and provide a coordinated information program for the region on those matters relevant to its programs.

Many aspects of urban research require both the development of empirical knowledge based on field research and a close, even participant, relationship to the matter studied. The Center, therefore, proposes to organize several

external divisions or task forces as integral parts of its observatory program. Beginning in 1969 with a division located in the District of Columbia City Hall, others will be added as resources permit in such places as an inner-city community, the Fort Lincoln new town intown area, and each of the major suburban jurisdictions. Some task forces will be organized around subjects rather than at a specific location in the metropolis because some processes do not yield readily to analysis from fixed sites. The first of these task forces, to be organized early in 1969, will deal with the problems of manpower for the local public service. Within a few years there should be several such divisions and task forces of the Center.

In each division the Center will mobilize the appropriate staff and university resources around a single program theme. This theme will be the subject of a research-education-action project on which Center staff will work along with faculty and students representing the various disciplines in the universities of the Washington metropolitan area, and with community leaders or public officials. The Center-university task force would conduct research, teach, and advise officials or community leaders. The Center would provide the processes by which the various elements of conceptual, empirical, and applied research can be tied together, thereby relating the work in several divisions to the common theme and enhancing the knowledge of the respective participants.

Faculty would participate in both basic and applied aspects of the research program. Each faculty member serving on a task force would retain his university position and probably continue to teach at least one course, preferably at the site where he is working. Whenever possible the course would be open to officials or citizens.

This program permits continuing and systematic analysis of metropolitan processes. It establishes a mechanism to ensure that the research programs of the Center are relevant to vital official and community interests. It encourages an economy of effort by mobilizing resources and concentrating them on carefully planned activities. It provides a method of strategic intervention in action programs instead of simply studying "problems" without much concern for how they relate to each other. The use of divisions and task forces also permits the simultaneous analysis of issues from both metropolitan and local perspectives.

Buttressed with an expanded university development program, the urban observatory provides a means by which the activities within the Center and its divisions can be fed into university curriculum, faculty development and student involvement.

STRUCTURE

Projects in the observatory program will be organized as follows:

1. A program director at the Washington Center for Metropolitan Studies will coordinate the substantive aspects of research between the Center and the various divisions and also direct the central research staff in dealing with metropolitan aspects and general conceptual problems involved in the project. Each project will be planned and each research design drawn up with the full participation of both the faculty members and the community or official group involved. Where appropriate, program advisory committees will be established to assist in project design and use of the work done.

2. A permanent representative of the Center will serve in each division to provide administrative support for the research teams. This representative will also maintain liaison with local officials, community groups, and the universities, and perform a "clearinghouse" service for university and city information, filling requests for assistance, such as locating experts in the universities who may be of assistance to public officials or community leaders on a bilateral basis or finding reports and information needed. The representative may also help organize in-service training and continuing education programs conducted by the faculty members participating in the division's work.

3. The division research team or task force members will normally consist of five to eight faculty members plus their research assistants and other necessary support staff, such as individuals drawn from neighborhoods to be trained in neighborhood analysis methods and to assist in the research effort.

Before going to work in a division, a faculty member will undergo a short training program at the Center. During the period in which a task force member is working on a project he will participate in a regular interdivisional seminar involving Center, community, official, and university personnel.

Insofar as possible, the Washington Center will work in support of existing agencies, both public and private. However, it will be necessary to establish some special groups or activities in order to assure the effective development of research techniques and programs and also to disseminate information from the projects.

The Center proposes to establish a **Metropolitan Economic and Social Advisory Council** consisting of outstanding economists and social planners who reside in the Washington metropolitan area. Council members will contribute advice on staff or observatory projects dealing with economic and social aspects of the Center's program, and advise the Center in the

development of indicators of economic and social conditions in the Washington metropolitan area.

The Human Resources Commission of the Center will conduct community education programs in human resources development, and assist in mobilizing community resources to respond to Center projects in the human resources field. The Commission will advise the Center staff on priorities for programs in human resources, and serve as a liaison body with other regional and local agencies concerned with human resources. The Commission may also sponsor some discrete studies of, or lectures on, particular aspects of its general area of activity.

The Metropolitan Development Committee will bring together building industry members, government officials, architects, financiers and planners to help guide the Center's research efforts in the development process, and to examine, with staff assistance, key issues concerning the form and quality of urban development in the metropolitan area.

The Community Affairs Program of the Washington Center for Metropolitan Studies will undertake:

—A publications program which will include the major studies produced by the Center, its divisions, and the task forces;

—A newsletter on metropolitan studies summarizing recent research and providing a wide distribution to professional, university and community groups; and

—A metropolitan studies colloquium and a public lecture series organized around major topics consistent with the Center's program.

The Center also proposes to establish a **Metropolitan Information Service** which will involve an expansion of its library resources and the development of its computer capability to provide information to scholars and officials who are concerned about metropolitan problems, especially those involved in the observatory program.

THE PROGRAM

Basic Considerations

A critical problem in designing a program involving urban research, education, and action is timing the research and education efforts so they

can contribute to the action. If the Center is to have an impact upon decisions made in the metropolis it must select those issues for which there is a sufficient lead time to permit information to be gathered and disseminated so that it has a reasonable chance of having an impact on the action programs. Whenever possible, activities have been linked to existing or incipient community education or action programs. The research program is tailored to provide, through the production of information, analysis, and technical advice and assistance, continuing, incremental intervention in the processes of governance, social and economic development, and physical growth and change.

The Initial Observatory Program

The Center will concentrate its "observatory" program on eight critical, interrelated subjects:

1. the organization of local government to respond to pressures for decentralization, improved services, and citizen participation;
2. planning for governmental and university response to the need for more highly qualified urban service manpower;
3. the effect of new federal requirements for "regional" coordination or review on the political and governmental institutions of the region and the behavior of local officials;
4. acceleration of desegregation of the metropolitan housing market;
5. increasing economic opportunities for the sub-employed or the unemployed residents of the region;
6. development of a comprehensive analysis program of the 1970 Census data for use by key public and private decision-makers;
7. management and financing of the metropolitan transportation system, and
8. achieving higher standards of urban design, cost effectiveness, social services, and public responsibility in the development and redevelopment of communities in the metropolitan area.

Three of these programs deal primarily with processes of governance, three with social and economic development, and two with physical growth and change. In some programs faculty resources will be employed as a major element; in others they will play a lesser, more consultative role. In all these programs, however, the Center will organize its activities to produce a maximum impact on public policy, the universities, and community

institutions or processes.

All projects in the observatory program will not begin at once. In some cases, programs will be conducted largely by Center staff in their initial stages. In 1969, the programs will be organized as indicated below:*

1. **Processes of Governance** – Decentralization, service delivery systems and citizen participation.

   This will be one of the first fully developed "observatory" projects. A team of Center staff and university faculty will work with city officials in a city hall division of the Center to provide information, advice, and educational services to city government policy-makers.

2. **Processes of Governance** – Administrative, professional and technical manpower for local governments in the region.

   A staff study of this subject will be conducted under contract with the Metropolitan Washington Council of Governments. The study will utilize some university resources. It will also establish government-university task forces to assist in developing an urban manpower planning and development program for the metropolitan area.

3. **Processes of Governance** – Impact of federal requirements for regional coordination or review.

   Initially, this project will be conducted by staff, but faculty will be added to the research team in divisions or task forces as necessary.

4. **Processes of Social and Economic Development** – Acceleration of housing desegregation.

   The Center's staff, with some faculty assistance, will supply the Metropolitan Washington Fair Housing Council with strategic information to guide its action and educational programs in speeding desegregation of the housing market and expanding housing opportunities for Negroes in metropolitan Washington.

**A complete prospectus and project budget is available for each program.*

5. **Processes of Social and Economic Development** – Increasing economic opportunities.

   The Center's staff, with the assistance of the Human Resources Commission and the Metropolitan Economic and Social Advisory Council will conduct research designed to supply action programs with information and ideas about how new employment opportunities, especially in the suburbs, might be made readily available to the unemployed and sub-employed residents of the region.

6. **Processes of Social and Economic Development** – Policy-oriented analysis of the 1970 Census.

   This project will be conducted initially through a joint committee on census use composed of public and private users, university scholars, and Center staff. In 1969 it will develop a plan for policy-oriented research based on the census. In subsequent years, research-action task forces will be assembled to undertake specific projects.

7. **Processes of Physical Growth and Change** – Managing and financing the metropolitan transportation system.

   This program initially will be conducted by Center staff. The first stages will explore problems of urban transportation planning approaches and methodology, and the relation of transportation programs to the pattern of community development in the metropolitan area.

8. **Processes of Physical Growth and Change** – Development and redevelopment of communities.

   The first stages of this program involve a series of fairly discrete projects, some conducted by staff, others by faculty. A division of the Center may eventually be organized to monitor and provide technical assistance to new communities such as Fort Lincoln, Reston, or other model or experimental communities and neighborhoods. Special projects to be undertaken in 1969 include study of the probable utility of various forms of tax incentives for investments in or improvement to housing and industry in the ghetto.

In 1970-1972 these programs will be expanded to involve more university resources, and to relate more directly to action programs. In some cases, new programs will be added as those listed above reach a stage of completion or can be continued with a reduced effort. The objective of the Center is to double its scale of operations again by 1972.

These goals do not, of course, include new direct university activities in urban affairs, which should increase at an even more rapid rate. This means that the Center's direct program activities must be strongly supplemented by its educational affairs program, giving maximum assistance and stimulus to university development programs in urban affairs.

THE EDUCATIONAL AFFAIRS PROGRAM

OBJECTIVES

Since late 1967 the Center, through support from the Donner Foundation, the Meyer Foundation, and the Ford Foundation, has pursued an active program in development of higher education programs in urban and metropolitan affairs. An expanded educational development program is essential to achievement of the overall mission of the Washington Center. The objectives of the education affairs program are to:

–Stimulate the development of new and expanded interuniversity and interdisciplinary programs in urban studies.

–Provide, in close cooperation with the Consortium of Universities, information resources and coordinating mechanisms for federally-sponsored interuniversity programs in urban affairs.

–Develop ways and means by which the products of Center programs or university programs in urban affairs can be applied to enhance the resources or capacity of public school, university, and continuing education programs related to urban affairs.

The program designed to further these objectives will focus on interuniversity program development, staff development, faculty and student support, federal programs, and urban studies in the public schools.

PROGRAMS

Program Development

The period 1969-1972 is a most important one for the development of joint programs in metropolitan studies. The Center is undergoing a major reorientation, and the Consortium of Universities has recently reexamined its future course of development. New relationships and closer ties between these two interuniversity organizations will emerge from new initiatives by each.

The Center proposes that it and the Consortium jointly explore ways of establishing a Consortium doctoral and post-doctoral program in urban

development. Such a program could build upon new and emerging strength at individual universities, such as the planning programs of Catholic University, Howard University and The George Washington University, the public administration program at The American University, and others in graduate and professional schools and special divisions of the universities. Rather than duplicate programs that provide specialized professional education, a Consortium program should provide doctoral and post-doctoral education concerned with the overall processes of urban development. The Center, in cooperation with the Consortium, proposes to suggest sources of funding, indicate administrative approaches, and provide a plan of action for the institutions involved in order to establish the program. The Center would provide the research, planning, and administrative components of the study, in conjunction with Consortium officials and appropriate consultants.

The Center's work with area colleges and universities during 1967 and 1968, plus a recent survey of the 5,000 full-time university faculty members in area institutions, demonstrates that: (1) several hundred faculty members are either already engaged in urban-oriented research, teaching, and community service, or are interested in such activities; (2) university administrators and many deans and department chairmen are strongly supportive of these efforts; (3) none of the universities is effectively organized or adequately staffed to develop urban research, curriculum, or service programs; and (4) interuniversity urban programs, such as those of the Washington Center for Metropolitan Studies, will have limited impact on the universities unless each institution is better organized for urban studies across disciplinary lines.

The Center will encourage each of the interdepartmental committees on urban studies at area universities and colleges to address itself to such issues as: the disciplines, and aspects of disciplines, that should be emphasized in an urban studies program; basic courses, gaps in curricula and the extent to which these gaps might be filled by greater use of the Consortium; and new courses or degree programs needed and their relationship to the research programs of the Center or other institutions.

Staff Development

In 1965 the Center inaugurated its Faculty Fellows Program whereby each university in the area, and the Federal City College, releases one faculty member each semester to work half-time at the Center. In the future, more faculty fellows will participate in the Center's observatory projects, thus

giving their work greater continuity, coherence, and stronger interdisciplinary qualities.

The Center proposes several new programs designed to keep faculty abreast of rapid changes in metropolitan studies and in the Washington metropolitan area. An annual conference on metropolitan studies will be held to discuss and compare experience at area universities and colleges and to compare experience in the Washington area with that of other universities around the country.

The Center will conduct an annual orientation-to-Washington conference for selected new faculty and administrative staff on area colleges and universities. The objective of this program is to increase faculty interest in the Washington area and reduce the time between arrival in the city and active engagement in metropolitan studies and community affairs.

The Center will sponsor workshops or institutes for faculty members in particular apsects of metropolitan studies and methodology. The Center will also sponsor an expanded program of faculty internships to offer faculty members a year of experience in local government or urban service organizations in order to sharpen their insights into the urban dimensions and applications of their own disciplines.

One of the most useful and immediate ways of enhancing urban studies capability at the universities is to attract outstanding scholars to the Washington area for a year at a time. Quite frequently, highly able people can be obtained during their sabbatical year. In such cases only salary supplement is necessary. In other cases, however, it may be necessary to secure administrative leave from another institution for the scholar and to pay him a full salary. The Center will propose a visiting professorship program in metropolitan studies for Washington area colleges and universities, to be operated on a competitive basis.

Faculty and Student Support

There is need for a faculty research fund which would make available relatively small grants, ranging up to $10,000, to support individual faculty research on important aspects of Washington metropolitan affairs related to but not incorporated in the Center's own limited program. In some cases, such research might lay the necessary groundwork for an expansion of aspects of the whole Center-interuniversity program.

The Center also proposes to subsidize the publication of selected

independent studies and papers by faculty and students that merit circulation to public officials and community leaders in the Washington area. Publication would range from mimeographing to printed pamphlets of studies and papers unlikely to be attractive to commercial publishers or professional journals because of their specialized nature.

One of the greatest needs is for student support in the final year of doctoral study when a dissertation is being written. The Center will seek to establish a series of dissertation fellowships for graduate students in urban affairs who have completed all the requirements except their dissertation and should consist of matching grants to the student and to the university at which he studies.

Another major need is for fellowships for first and second year graduate students. A system of competitive fellowships at this level will reinforce the ability of area graduate schools to attract well-qualified students in urban studies programs.

A third need is for tuition scholarships for Negro students in city and regional planning, urban public administration, urban sociology, urban economics, business administration, community organization, urban transportation, and related fields. The Center proposes to assist the universities in establishing such fellowship programs.

Federal Programs

The Center will continue to provide administrative support for the Community Service and Continuing Education Program and to assist it in fitting into the observatory program, since that program can become an important support element of the total effort.

The Center presently conducts the D. C. Community Development Manpower Training Program under contract with the District of Columbia Government. This program will be modified on the basis of the Center's study of the administrative, professional and technical manpower requirements of the local governments and regional and sub-regional agencies of the Washington area.

Both these programs, organized, respectively, under Title I of the Higher Education Act of 1965 and Title VIII of the Housing Act of 1964, as well as other federal programs, complement the other educational objectives of the Center, such as those related to a major effort by the universities to educate for urban service.

The Center will advise universities in the development of other educational programs in metropolitan studies for which federal financial assistance is or becomes available.

Urban Studies in the Public Schools

Curriculum materials in the public schools, along with the preparation of public school teachers, are frequently inattentive to the urban and metropolitan conditions of American life. To meet this problem, the Center proposes, as a first step, to pursue a program of preparing and adapting materials on the Washington metropolitan area for use in the public and private schools of the region.

Part II: Feasibility

QUALIFICATIONS OF THE CENTER

EVOLUTION OF THE CENTER AS A METROPOLITAN INSTITUTION

The Washington Center for Metropolitan Studies is an instrument of the universities of metropolitan Washington for research on the conditions of the region. It has served for eight years as a "think tank" for metropolitan Washington. Increasingly, local governments, community groups, and federal agencies seek its services and the knowledge of its staff. While the Center neither commands nor seeks a monopoly on information about urban studies and the problems of metropolitan Washington, it is rapidly becoming the single most authoritative source of objective knowledge and critical evaluation of many aspects of metropolitan life.

Because of its autonomy from the traditional departmental structure of the universities and, indeed, because of its independence from any single university, the Center offers an effective channel for development of interdisciplinary programs and contacts, and provides an additional option for the involvement of interested faculty that does not exist within the present disciplinary structure of the universities.

A number of important metropolitan activities and programs can be traced to the Center, its officers and staff. Its first president initiated the proposal for the establishment of the office of Advisor to the President for National Capital Affairs. The Center participated in the development of the National Capital Transportation Agency. It directly influenced the development of Reston, Virginia, as a new town. Center influence was also felt in the Pennsylvania Avenue plan, in the organization of the metropolitan fair housing movement, and in the development of such new institutions as the United Planning Organization and the Consortium of Universities.

During its early years, the Center conducted significant studies on open spaces, neighborhood commons, racially desegregated housing, the history of the development of Reston, the Metropolitan Washington Council of Governments, the politics of the District of Columbia, the giving patterns of local foundations, and citizens advisory groups in the District Government.

The Human Resources Commission of the Center did much to lay the intellectual groundwork and develop civic support for many of the educational and employment programs which later developed in the region, and the Center's educational program focused on the professional development of social science teachers in the metropolitan area's public school systems.

More recently, the Center has assisted the Consortium of Universities in developing the Community Service and Continuing Education Program. It also contributed services to the District of Columbia Government in the development of its successful Model Cities application.

Since January of 1967, the Center has undertaken an extensive expansion of both its research and interuniversity programs. Among the Center's most important activities have been:

—participation in the planning for the Fort Lincoln new town;

—publication of a series of studies on area government, transportation, planning and social activities of the region;

—an analysis of the United Planning Organization;

—development of its two operational simulations in urban development—*City I* and *Region;*

—development and direction of the District of Columbia's Community Development Training Program under Title VIII of the Housing Act of 1964;

—initiation of the Urban Careers Program and the Washington Executives Conference under Title I of the Higher Education Act;

—a study of the feasibility of interuniversity programs in urban affairs;

—development of a research design for the Department of Housing and Urban Development's evaluation of institutional change in Model Cities neighborhoods;

—assistance in program development for the Metropolitan Washington Fair Housing Council;

—preparation of working papers for the mayor's task forces on transportation and human resources;

—technical assistance to the D. C. City Council in its deliberations on

the D. C. transportation plan;

–preparation of reports for the Maryland-National Capital Park and Planning Commission on development processes and the implications of tax policy for the preservation of open space;

–participation by officers and staff in the Maryland Constitutional Convention, the Montgomery County Charter Commission, and the (Montgomery County) Committee to Review the General Plan.

THE BOARD OF TRUSTEES AND EXECUTIVE COMMITTEE

The Center's Board of Trustees is composed of the various community interests necessary to implement the program described in this prospectus. The membership of the board includes:

–all university presidents in the metropolitan area;

–nationally prominent scholars in urban affairs;

–national business and labor leaders;

–representation from metropolitan area community leaders and public officials.

The board regularly meets twice yearly to decide major policy questions, such as overall program direction and finances.

The 12-member executive committee meets at least once monthly to review current operations and provide direction and advice for the president of the Center. The executive committee includes the university presidents of the Consortium universities and of the Federal City College, public officials, scholars, and community leaders.

ADMINISTRATION OF THE CENTER

The chief executive officer of the Center is the president, who is elected by, and serves at the pleasure of, the Board of Trustees, He is directly responsible for program development and execution, funding, direction of the staff of the Center, and development of relationships between the Center and other organizations and institutions in the region, other metropolitan areas, the national government and foundations.

The executive staff consists of personnel responsible for program planning, current operations, and community affairs. Division representatives will report directly to the president.

PROFESSIONAL STAFF OF THE CENTER

The Center has developed a highly qualified professional staff, especially in the program areas outlined in this prospectus. The professional staff consists of specialists in metropolitan Washington and general urban affairs drawn from a wide variety of disciplines and backgrounds. There are no functional divisions in the staff, and staff members from varied backgrounds are organized into teams, where appropriate, to conduct research programs. In addition, the Center has the administrative capacity and information to supplement its professional staff through involving university faculty members and visiting scholars in its programs. Brief biographies and program interests of the professional staff follow.

Royce Hanson, President, Ph.D. in government from The American University. Authority on representative government and metropolitan cooperation. Author of *The Political Thicket, The Politics of Metropolitan Cooperation, Metropolitan Councils of Government, The Anatomy of the Federal Interest,* and other studies and articles. Served in the Maryland Constitutional Convention and on the Montgomery County Charter Revision Commission. Professor of Government and Public Administration at The American University. Twice a nominee for Congress. Member of the Board of Directors of the United Planning Organization and the Potomac Basin Center. Served on the staff of the Municipal Manpower Commission.

Atlee E. Shidler, Director of Educational Affairs, M.A. in history from Claremont Graduate School. Directs the Community Service and Continuing Education Program for the Consortium of Universities and the Community Development Training and Research Program for the District of Columbia. Formerly directed suburban programs for the United Planning Organization. Helped found the regional fair

housing program. Serves on the Board of Directors of the Washington Planning and Housing Association, the Metropolitan Washington Housing Opportunities Council, the executive committee of the National Capital Educational Forum, and is consultant to the American civilization graduate program at The George Washington University.

Henry Bain, Senior Associate, M.A. in political science from Harvard University. Authority on local government, new towns, urban transportation. Author of *The Development District, Reverse-Flow Express Bus Service,* and numerous other studies in urban government and transportation. Served on the Task Force on New Communities of the American Institute of Planners. Consultant to new town of Columbia, Maryland, Municipal Manpower Commission, the Secretary of the Department of Transportation, and the National Capital Planning Commission. Served on the staff of the Congressional Joint Committee on Washington Metropolitan Area Problems, and was a member of the Montgomery County Charter Revision Commission. Provided technical assistance on transportation planning to the D. C. City Council and prepared a working paper for the mayor's task force on transportation.

Stanley K. Bigman, Senior Associate, M.A. in sociology from Columbia University. Specialist in survey research and program evaluation. Conducted a study of the United Planning Organization and the HUD project on the impact of Model Cities programs on local organizations and institutions. Formerly chief of the Social Studies Section, U.S. Public Health Service's Division of Occupational Health. Secretary-Treasurer of the D.C. Sociological Society. Member of the board of the D. C. Public Health Association, Health Committee of the Washington Urban League, Demographic Study Committee of the Jewish Community Council of Greater Washington, Special Projects Committee of the D. C. Chapter of the National Association of Intergroup Relations Officials.

George W. Grier, Senior Associate, M.A. in social psychology from the University of Pennsylvania. Authority on the problems of race and housing. Author of *D. C. Reorganization: Making it Work* and *The Changing Age Profile: Implications for Policy Planning in Metropolitan Washington,* among other studies. Conducted Center studies on D. C. reorganization, neighborhood planning councils, racially integrated housing. Served in New York State Government; as senior staff member of The Brookings Institution; and as Director of Program Coordination in D. C. Government. Helped develop the Metropolitan Washington Fair Housing Council's work program and the D. C. Model Cities application. Member of Human Resources Executive Committee of the American Friends Service Committee, Board of Directors of the National Committee Against Discrimination in Housing, and the International Self-Help Housing Association. Principal social consultant on Baltimore Freeway Design Concept Team.

Elden Jacobson, Senior Associate, Ph.D. in sociology of religion from Yale University. Specialist in the relationship of the university to urban problems and the role of the church in the city. Author of a study on university-city relationships in metropolitan Washington. Completed study on the campus ministry for the Danforth Foundation. Teaches sociology of poverty and a course on the university as a social problem in The George Washington University's department of sociology. Served at the University of Oklahoma as Professor of the City in an experimental project in Tulsa, Oklahoma. Member of the Potomac Basin Advisory Committee established by the Montgomery County Council.

Kathryn Stone, Senior Associate and Director of the Human Resources Commission, M.A. in public administration from the University of Iowa. Co-author of *City Manager Government in the United States.* Directs the Center's continuing surveillance of the development of Reston, Virginia. Member of the boards of the National Civil Service League, Citizens Conference on State Legislatures, School of

Social Work of Commonwealth University, National Capital Educational Forum. Represents the Center on the Comprehensive Area Manpower Planning Systems Committee for the metropolitan area and the Metropolitan Washington Jobs Council. Served three terms in the Virginia House of Delegates representing Arlington County. Chairs the metropolitan area's Health Facilities Planning Council and the Planning Committee of the Council of Churches of Greater Washington.

Carol S. Meyers, Research Associate, M.Sc. in economics from the London School of Economics. A land economist, Mrs. Meyers has participated in studies of new communities in the Washington area and of the central business district. She has conducted studies of tax policy in suburban Maryland, including *An Analysis of Two Taxes for Montgomery County* and *Taxation and Development.*

Andrew W. Boesel, Research Associate, M.A. in public administration from the University of Pennsylvania. Formerly director of training programs for the International City Managers' Association, his specialization is in public service manpower training and development.

Marie P. Adams, Research Assistant, B.A. in sociology from Howard University. Mrs. Adams served in the D. C. Office of Program Coordination. She served as coordinator for the Center of the Fort Lincoln Advisory Committee and of the Census Use project.

Patricia Jordan, Research Assistant, B.A. in sociology from Howard University. Worked with HARYOU-ACT in New York City. Participated in Center study of the UPO and in survey research studies of attitudes toward interracial housing.

SENIOR FELLOW

L. Laszlo Ecker-Racz

FACULTY FELLOWS–SPRING 1969

Barbette Blackington
Parris Glendening
William Haskett
Rev. Robert G. Howes
Terry Ireland
Paul Peachey
Cynthia Thomas

ADMINISTRATIVE STAFF

David T. Parry–Assistant to the President
Marianne Fogelsanger–Executive Secretary
Langston P. Chick–Financial Officer
Jane T. Brann–Editor
Janice Lessel–Librarian
Marguerite Beatty–Assistant to the Director of Educational Affairs

CHANGING UNIVERSITY RESPONSE

The success of the Center's future program depends on the increased participation of the universities in it and in their own urban studies activities.

It is clear that there is broad interest among faculty members in urban studies programs. A survey of all full-time faculty in metropolitan area colleges and universities conducted in the fall of 1968 revealed that each university has a substantial number of faculty who are interested in participating in urban affairs programs. The number responding, by universities, follows:

American	26
Catholic	48
Federal City	6
George Mason	5
Georgetown	63
George Washington	61
Howard	39
Maryland	96
Total	344

By disciplinary or professional areas, the responses are:

Social Sciences	102
Medicine	50
Natural Sciences	48
Education	40
English & Speech	24
Mathematics, Computer Sciences, Operations Research	22
Architecture, Design, Planning & Engineering	21
Agriculture & Home Economics	14
Law	10
Humanities	8
Other	5
Total	344

These responses are of course not to be taken as a complete inventory of activity. About 100 of the respondents are currently engaged in teaching or research on urban problems. A number of research projects on the

Washington area are under way. A brief review of activity at each university reveals the nature of some of this interest.

At **The George Washington University**, the Program of Policy Studies, assisted by faculty from geography, economics, law and sociology, has been directed by the President to plan the university's research response to urban affairs. One of the assisting faculty is a Fellow of the Center. The Law School is developing a program in poverty law; the Sociology Department is developing an urban-oriented curriculum; the School of Education operates a program to strengthen volunteer tutoring groups in the Washington area; the Department of Geography, in collaboration with Catholic University, has given its curriculum an urban emphasis; the American Studies Program is also acquiring an urban emphasis; and a new Department of Urban and Regional Planning was established this year in the School of Government and Business Administration and offers a master's degree in planning. The Medical School is currently reexamining its role in the community with a view to new programs in service and professional education.

At **The American University**, the School of Government and Public Administration offers a Master of Public Administration in Urban Affairs and a Graduate Certificate in Urban Affairs, conducts a five-week Urban Affairs Laboratory, administers an interuniversity undergraduate local government intern program, conducts a seminar for an interuniversity group of graduate students interning in City Hall, and conducts a continuing education program for city councilmen and top officials of D. C. Government. The School of Business Administration established the Homer Hoyt Institute to promote teaching and research in urban land economics. An operations research program in the Center for Technology and Administration focuses student work on urban problems. The College of Continuing Education conducts a program in police administration. The Department of Anthropology is collaborating with Catholic University in the development of a curriculum focusing mainly on the processes of urbanization, and the Fellow of the Center from The American University is completing a study of domestic labor in the Washington area.

At **Howard University**, The School of Business conducts an inner-city small business development program; the School of Architecture and Engineering is establishing inner-city studios; a professor of social work is on a one-year leave of absence to work for the D. C. City Council; a new

program in city and regional planning has been established; the Departments of Sociology and Government are giving increasing emphasis to urban matters; and the Center for Community Studies conducts seminars for realtors and staff of the Housing Division of D. C. Government.

At **The Catholic University of America**, the Department of City and Regional Planning has a well-established master's degree program with emphasis on Latin America, church planning and urban design. The Department of Architecture is conducting a year-long symposium on urban society that is required of graduate students and open to the public, and it offers studio courses in which students work with community groups in the design of such parts of the city as the Cardozo area and the Park Road-14th Street riot-hit area. The Departments of Geography and Anthropology are collaborating in urban programs with G.W. and A.U. as indicated above. A professor of sociology, who is also the Center Fellow, is developing an interdisciplinary research program focusing on the planning, construction and settlement of the Fort Lincoln new town intown. And a faculty committee on urban studies serves as a focal point for interdepartmental communication, program planning and action.

At **Georgetown University**, the Department of Community Medicine is assisting the new town of Reston in the development of a community health program; conducting, in cooperation with the Center for Population Research, a health survey of the Green Valley area of Arlington County, and encouraging its own faculty to audit graduate courses in urban affairs. The Center for Population Research is developing a growing interest in urban demography generally and in the Washington area in particular. The Continuing Education Program in the summer school conducts an urban institute for sub-professional employees of public and private social service agencies. It also conducts a community development education program for the staff, board and citizen committees of the Model Inner City Community Organization (MICCO). The Institute of Criminal Law and Procedure has been extensively engaged in research and education efforts to achieve implementation of the recommendations of the President's Commission on Crime in D. C. And the Center Fellow is completing a study of Negro political behavior in Rochester, New York.

At the **University of Maryland**, an Urban Studies Committee, representing some twenty schools and departments, has formulated a research and

educational program focusing on the urbanization of the Baltimore-Washington corridor; sponsored the compilation of data on the Baltimore and Washington civil disorders of last spring; organized interdisciplinary graduate and undergraduate seminars in urban affairs; conducted, in cooperation with the Center, a conference on typology of cities; and initiated the development of interdisciplinary urban studies minors, both graduate and undergraduate, as well as undergraduate majors in urban studies. The Center's Faculty Fellow is serving as staff to this committee.

At the new **Federal City College**, a strong urban emphasis has been introduced into the humanities and social science curricula, an extensive work-study program is being developed for students, and an urban studies group has been organized in the faculty. Under its land-grant status, the College has established a Division of Community Education with a central office at an inner-city location on the future site of the College itself. The Community Education Program is engaged in projects dealing with Head Start, Anacostia and Adams-Morgan community education needs, the Safe Streets Act, education of citizen leaders in arbitration techniques, the Model Cities program, group relations education in the white community, the Adult Basic Education Program of D. C., and the needs of inner-city youth groups. The College is also training city government officials in procedures for handling citizen grievances, and beginning in the second term it will participate in the Faculty Fellows Program of the Center.

The 1969 plan for the **Title I Program** of the Consortium has been developed to fit into the urban observatory framework of the Center. It provides for three interrelated programs—city government/ghetto relations, inner-city community development, and metropolitan housing and job opportunities for Negroes. The first two of these programs will be developed and conducted in conjunction with the Center's community governance project.

The **Title VIII Program** in community development training and research has two parts: (1) the Federal City College is training city government officials in procedures for handling citizen grievances; and (2) the Center is conducting a city government internship program for 17 graduate students from Consortium universities. It is anticipated that next year's program will include management internships and executive development programs.

It is apparent from the above summary of current university programs that the necessary faculty interest and administrative support are available for the kind of program the Center will undertake. The program in this prospectus will put the Center in a strong position to mobilize the intellectual resources of the universities to help shape the future of the Washington metropolis. It will also enable the Center to assist the universities collectively and individually in developing their new programs in urban affairs.

APPENDIX: RECENT CENTER PUBLICATIONS

1967

THE ANATOMY OF THE FEDERAL INTEREST by Royce Hanson

D. C. REORGANIZATION: MAKING IT WORK by George W. Grier

TRENDS IN CBD AND SMSA RETAIL SALES, 1948 to 1963 by Edward L. Ullman, Verrick O. French and Carol S. Meyers

1968

AN ANALYSIS OF TWO TAXES FOR MONTGOMERY COUNTY by Carol S. Meyers

CITY I MANUAL by the Urban Systems Simulations Staff

THE DEVELOPMENT DISTRICT by Henry Bain

DIRECTORY OF SOCIAL RESEARCH IN WASHINGTON-1968, edited by Stanley K. Bigman

FORT LINCOLN NEW TOWN: REPORT AND RECOMMENDATIONS ON PROGRAM OBJECTIVES by Fort Lincoln Advisory Panel

THE NATIONAL CAPITAL PLANNING COMMISSION AND THE POLITICS OF PLANNING IN THE NATION'S CAPITAL by Douglas Harman

OMBUDSMAN: A PROPOSAL FOR DEMONSTRATION IN WASHINGTON, D. C. by Benny L. Kass

REGION MANUAL by the Urban Systems Simulations Staff

REVERSE-FLOW EXPRESS BUS SERVICE by Henry Bain

TAXATION AND DEVELOPMENT by Carol S. Meyers